## **Author Index**

Bartlett, D., 67 Beard, E.L. Jr., 3 Bechtel, G.A., 159, 179, 193 Beeman, T., 166

Bennett, S.M., 63 Blue, L.A., 125 Brown, S.C., 183

Brown, S.C., 183 Buck, E.A., 109, 132, 141

Cabello, C., 154 Castro, B., 90, 93 Churchill, J., 17 Clancy, J., 125 Conner, R. III, 183 Cook, C.A.L., 141 Curtin, L.L., 97, 149, 198

Davidhizar, R., 59, 67, 81, 86, 93, 159, 179, 193

Dowd, S.B., 78, 81

Ellison, G.C., 188 Eshleman, J., 86, 90 Flarey, D.L., 3, 52, 101, 154 Forrest, S., 136

Giger, J.N., 71

Heffernan, E., 25 Holmes, G.E., 188

Jones, K.R., 5, 55, 105, 156 Jones, S.A., 110

King, C., 39 Knighton, E., 183 Koliner, A., 39 Koppe, B., 125

Lambert, V.A., 172 Lando, A.R., 63

Lehmann, D.M., 7, 57, 108, 158

Leventhal, B., 125 Lillis, P.P., 179

Manji, S., 101 McDaniel, R.R. Jr., 117 Mueller, D., 52 Murray, J., 30

Nugent, K.E., 172

Parsons, L.C., 160 Poole, V.L., 71 Poss, J.E., 166 Pyeatt, D., 125

Rayman, K.M., 188 Reiss, P.L., 160

Schloeder, D., 9, 11, 47 Schori-Ahmed, D., 30, 47 Shearer, R., 58, 59, 81, 86, 90, 93 Spitzer, R., 1, 51, 99, 153 Spurlock, W.R., 183

Tahan, H.A., 154

Untied, P., 21

Walls, M.E., 117

Young, J., 36

## **Subject Index**

Academic medical centers

surviving complex merger in (interview with Brenda Ernst), 132-135

Academic nursing centers

mobile, serving culturally diverse community, 183-187

Acquisitions, see Mergers

Administrators, nursing, see also Managers, nurse role in empowering scholarly productivity among cli-

nicians, 179-182 collegial teams, 181 leadership behaviors, 180 mentoring activities, 180-181

promoting professionalism, 181-182

Adult learning

as approach to change and professional development for individual and staff, 78-80

Advocacy model

versus stewardship, 201

Anger

constructive use of, for stress management, 64

Bereavement

delivering quality care while dealing with personal, 71-77

Budgets

types of (Finance column), 5-6

Business Concepts for Frontline Managers column cultural diversity as strength, 7-8 cultural values in health care, personal view, 158 mergers, redeploying productive capacity by, 108 two pillars of, 57

Capital investments (Finance column) budgeting process, 55-56

Capital investments (Finance column) (Continued) decision making, 105-107

financing, 156-157

Caring culture in professional nursing, 188-192

human relations, 189-190 impact of managed care, 188-189

nursing tradition, 188

Case Studies in Nursing Management column cultural diversity, 3-4

education as self-management strategy for success, 52-54

tips for leading mergers and acquisitions, 101-104

Change, see Mergers and Organizational change Chaos theory

using creative thinking to survive hospital mergers, 136-140

Chaos, cultural in hospital mergers, 11-16

change due to, 11-13 conflict due to, 13-15

impact on motivation, 11

solutions for, 15 Clinical nurses, see also Staff nurses

nursing administrators' role in empowering scholarly productivity among, 179-182

Collaborative practice

promotion of, with culturally diverse populations, 160-165

Collegial teams

to promote scholarly productivity among clinicians, 181

Comraunication

during consolidation of two academic psychiatric services, 128-129

Communication (Continued)

in collaborative practice with culturally diverse populations, 161-162

Community

marketing new organization to, after hospital mergers, 47-49

Community-based practice

mobile academic nursing center serving culturally diverse community, 183-187 competencies for, 184-185

Complex adaptive systems approach

to hospital mergers and acquisitions, 117-124

Conflict

caused by hospital mergers, 13-15

Consolidations

of health care organizations, 111

of two academic psychiatric services, 125-131 communication issues, 128-129 personnel issues, 126-128 physician issues, 129-130

Corporatization

in mergers and acquisitions, 112

Cost savings

in hospital mergers, 30-32

and centralization of services, 32-33 and point of service decision making, 33

Councilor model

for shared governance, 42-44

Creative thinking

in chaos of hospital mergers, 136-140 chaos theory, 136-137 creative exercises for, 138-140 creative leadership orientation, 138

Cultural chaos

in hospital mergers, 11-16 change due to, 11-13 conflict due to, 13-15 impact on motivation, 11 solutions for, 15

Cultural diversity

importance of in today's health care, 154 in the future, 155

management of when organizations merge, 1-50 as a strength builder (Business Concepts column), 7-8

cultural challenges of mergers and acquisitions (Editorial), 1-2

developing a mission, vision, and philosophy, 36-38

economic climate and, 30-35

employee assistance program perspective, 17-20

guest editorial, 9-10

impact of power in organizations, 39-46 marketing culture to the community, 47-50

physician's perspective, 25-29 staff perspectives, 21-24

transforming cultural chaos, 11-16

what is it really about (Case Studies column), 3-4

Cultural sensitivity

factors affecting care, 161 in the workplace, 160-161

Cultural values

in health care, 153-202

caring culture in professional nursing, 188-192 editorial, 153

empowering scholarly productivity among clinicians, 179-182

impact of market-based reform (Editorial), 198-202 in patient education, 193-197

interpreters, effective use of, 166-171

leadership style for facilitating integration of, 172-178

mobile academic nursing center, 183-187

personal view (Business Concepts column), 158 promoting collaborative practice with diverse populations, 160-165

questions and answers (Case Studies column), 154-155

strategies for nurse managers in 21st century, 159 Culturally competent care

components of education for, 154-155 definition, 154

Death

race, ethnicity, and culture as variables in response to, 73

Director of Nursing

role and power base in hierarchical model, 41-42

E-Mail

managing overload of, 93-96

Eating habits, see Nutrition

Economic climate

and cultural diversity in hospital mergers, 30-35

Education, nursing

as self-management strategy for success (Case Studies column), 52-54

mobile academic nursing center serving culturally diverse community, 183-187

transcultural, 162-163

Education, patient

integrating cultural diversity in, 193-197

Giger and Davidhizar Assessment Model, 193-196

Educators, nurse

strategies for assisting the 'super nurse', 60

Electronic mail, see E-mail

Employee assistance program

perspective on organizational culture in changing workplace, 17-20

Ethical issues

impact of market-based reform on cultural values in health care (Editorial), 198-202 advocacy vs. stewardship, 201

professional ethics as a provider issues, 200-201

Executives, nurse

merger capabilities self-assessment test for, 101-102 role and power base in hierarchical model, 42

Exercise

for stress management, 65

Finance for Nurse Managers column capital investments budgeting process, 55-56 Finance for Nurse Managers column (Continued) decision making, 105-107 financing, 156-157 types of budgets, 5-6 Frontline managers nursing role and power base in hierarchical model,

Giger and Davidhizar Assessment Model integrating cultural diversity in patient education, 193-197

Grief

personal, providing quality care while dealing with, 71-77 dealing with, 75-76 emotional and behavioral context, 71-72 gender, ethnicity, and culture, 72-74 nurse's response to, in client care situation, 74-75

Hierarchical model, in organizations nursing roles and power bases in, 40-42 transition to a shared governance model, 44-45 History, of hospitals and cultural diversity in hospital mergers, 36-38 HMOs, see Managed care Hospitals mergers, see Mergers, Organizational

use of to reduce stress and improve relationships, 90-92 benefits of, 92 incorporating humor into the workplace, 91-92

Internet

Laughter

managing e-mail overload, 93-96 Interpreters effective use of in health care, 166-171 guidelines for working with, 168-170 problems with, 170-171

problems with, 170-171 qualifications of, 168 regulations on patient rights and, 167-168 suggestions for novice, 168-169

Joint ventures new health care organizational forms, 111-112

strategy for stress management, 65
Leadership
during mergers and acquisitions
creative orientation of, 138
merger capabilities self-assessment test, 101-102
skills required, 101-104
Leadership style

Leadership style
for facilitating integration of culturally appropriate
care, 172-178
management of change, 172-173
principle-centered, 173-174
transformational, 174-175

Learning, adult as approach to change and professional development for individual and staff, 78-80 Loss, see Grief

Managed care impact on cultural values in health care (Editorial), 198-202 Managers, nurse, see also Self-management

avoiding ulcers, 67-70 e-mail overload for, 93-96 helping staff cope with change, 81-85 merger capabilities self-assessment test for, 101-102 strategies for assisting the 'super nurse', 60-61 stress management skills for, 63-66

Market-based reform impact on cultural values in health care (Editorial), 198-202

advocacy vs. stewardship, 201 professional ethics as a provider issue, 200-201 public mores and business of health care, 199-200 Marketing

of new organization after hospital mergers, 47-49 Mediocrity

versus success (Editorial), 97-98 Mentoring

by nursing administrators, to empower scholarly productivity among clinicians, 180-182

Mentors strategies for assisting the 'super nurse', 60 Mergers, Organizational

between religious and secular institutions, 113 corporatization, 112

managing cultural diversity in, 1-50 as a strength builder (Business Concepts column), 7-8

cultural challenges of mergers and acquisitions (Editorial), 1-2

developing a mission, vision, and philosophy, 36-38

economic climate and, 30-35 employee assistance program perspective, 17-20 guest editorial, 9-10 impact of power in organizations, 39-46

marketing culture to the community, 47-50 physician's perspective, 25-29

staff perspectives, 21-24 transforming cultural chaos, 11-16

what is it really about (Case Studies column), 3-4 nonprofit to for-profit conversion, 112-113

surviving mergers and acquisitions in health care market, 99-152

caring for yourself during, 141 complex adaptive systems approach, 117-124 complex merger in academic medical center, 132-

consolidation of two academic psychiatric services, 125-131

creativity on edge of chaos, 136-140 guest editorial, 109

interview with Brenda Ernst, 132-135

issues and challenges in management during, 110-116

leadership tips for (Case Studies column), 101-104 mergers capabilities self-assessment test, 101-102

Mergers, Organizational (Continued)

personal experience (Editorial), 99-100 reaping what you sow (Editorial), 149-151 redeploying productive capacity (Business Con-

cepts column), 108

Mission, of hospitals blending of, in hospital mergers, 36-38

Mobile academic nursing center

serving culturally diverse community, 183-187

Motivation

impact of hospital mergers on, 11

Multi-hospital system

merging cultures in, 33-34

New graduate nurses

super nurse syndrome in, 59-62

Nonprofit to for-profit conversion

in hospital mergers, 112-113

Nurse educators, see Educators, nurse

Nurse executives, see Executives, nurse, and Managers,

Nurse managers, see Managers, nurse

Nurses, clinical

administrators' role in empowering scholarly productivity among, 179-182

super nurse syndrome, 59-62

Nutrition

eating habits to avoid ulcers, 69 stress management strategy, 66

Organization, of work space

as stress management strategy, 64

Organizational change, see also Mergers

adult education approach to personal and staff development during, 78-80

caring for yourself during times of, 141-148

managerial stress during, 141-143

warning signs, 143-144

due to hospital mergers, 11-13 helping staff cope with, 81-85

physicians perspective on, 25-29

to facilitate integration of culturally appropriate health care, 172-173, 176-177

Organizational culture

in changing workplace, employee assistance program perspective, 17-20

in mergers and acquisitions, 113-114

Organizational structure

and impact of power, 39-46

nursing roles and power bases in hierarchical model, 40-42

shared governance model, 42-44

transition from hierarchical to shared governance, 44-45

new forms of, 111-112

consolidations, 111

joint ventures, 111-112

strategic alliances, 111

Patient education

integrating cultural diversity in, 193-197

Giger and Davidhizar Assessment Model, 193-196

Patient-focused care model

in hospital merger, 32

Peer support

for stress management, 64-65

Perfectionism, see Super nurse syndrome

Personal bereavement

delivering quality care while dealing with, 71-77

Philosophy, of hospitals

blending of, in hospital mergers, 36-38

Physicians

issues during consolidation of two academic psychiat-

ric services, 129-130

perspective on change in health care systems, 25-29

Power

understanding impact of in organizations, 39-46

nurses' roles in hierarchical model, 40-42

shared governance model, 42-44

transition from hierarchical to shared governance, 42-44

Praise

rewarding staff with dignity, 86-89

selecting meaningful rewards, 86-87

strategies for, 87-89

Principle-centered leadership to facilitate integration of culturally appropriate

health care, 173-174, 175-176

Professional nursing

toward a caring culture in, 188-192

Professionalism

promotion of, to encourage scholarly productivity, among clinicians, 181-182

Psychiatric services

consolidation of two academic, 125-131

Relationships

use of humor to reduce stress and improve, 90-92

Relaxation

for stress management, 65

Relaxation techniques

for reducing stress and avoiding ulcers, 69-70

Religious institutions

mergers with secular organizations, 113

Rewards, for staff

praise that matters, 86-89

Scholarly productivity

among clinicians, nursing administrators' role in, empowerment of, 179-182

Secular institutions

mergers with religious institutions, 113

Self-assessment

of leadership capabilities during mergers, 101-102

Self-care

during organizational change, 141-148

Self-management

success strategy for, 51-98

change and professional development, 71-77

dealing with personal bereavement, 71-77

editorials, 51, 97-98

education as strategy for (Case Studies column), 52-54

guest editorial, 58

207

Self-management (Continued)

helping staff cope with change, 81-85

humor, to reduce stress and improve relationships,

manager, manage thyself!, 61-66

managing e-mail overload, 93-96

praise that matters, 86-89

success vs. mediocrity (Editorial), 97-98

super nurse syndrome, 59-62

two pillars of (Business Concepts column), 57

ulcers, avoidance of, 67-70

Shared governance model, in organizations

councilor model in, 42-43 nursing roles in, 42-44

transition from hierarchical model to, 44-45

Social support

for stress management, 65-66

role in assisting the 'super nurse,' 61

Staff development

adult education approach, 78-80

helping staff cope with change, 81-85

Staff nurses, see also Clinical nurses

role and power base in hierarchical model,

Stereotypes

avoidance of, by cultural cognizance, 163

Stewardship

versus advocacy model, 201

Strategic alliances

new health care organizations forms, 111

Stress

ulcers and, 67-70

Stress management

caring for yourself during organizational change, 141-148

managerial stress and, 141-143

warning signs of managerial stress, 143-144 strategies for nurse managers, 63-66

personal, 65-66

work-related, 63-65

using humor to reduce stress and improve relationships, 90-92

Super nurse syndrome, 59-62

dynamics of, 59-60

strategies for assisting the 'super nurse,' 60-61

Time management

strategies for nurse managers, 63-64

Transcultural nursing

in nursing school curriculum, 162-163

Transformational leadership

to facilitate integration of culturally appropriate health care, 174-175, 176-177

strategies for avoidance of, 67-70 gastric and peptic, 67 stress and management, 67-68

Vision, of hospitals blending of, in hospital mergers, 36-38